

CASE: ACTIVE B2B SALES — FURNITURE: DEALER & PARTNER NETWORK, WHOLESALE, HoReCa

Manager of Rapid Deployment and Active Sales

Vladislav — Your B2B Active Sales Manager

1. PRODUCT & CLIENTS

Position: Active B2B sales manager for furniture — developing the dealer and partner network. Don't wait for inbound — find dealers, wholesalers, large clients and HoReCa partners from scratch. Working in coordination with your team, parallel to the existing sales department. To sell today, work had to start 2 months ago — acting ahead.

Product: Cabinet, upholstered and office furniture: serial production and custom projects. For dealers — wholesale batches from stock. For HoReCa — project furniture tailored to the interior. For corporate clients — comprehensive furnishing of offices, hotels, restaurants.

Parameter	Value
Average ticket (wholesale)	from 200,000 to 3M per batch
Average ticket (HoReCa project)	from 500,000 to 8M per facility
Average ticket (dealer/month)	from 300,000 to 2M in regular purchases
Deal cycle	7–21 days (wholesale), 30–90 days (project)
Seasonality	Peaks: spring (interior updates), fall (HoReCa season preparation)

Target segments:

- Furniture dealers and showrooms (regular assortment purchases)
- Wholesale buyers and distributors (large batches for resale)
- HoReCa: restaurants, cafes, bars, hotels (project furniture for interiors)
- Corporate clients: offices, coworking spaces, IT companies (comprehensive furnishing)
- Design studios and architectural firms (partnership on projects)
- Developers and real estate companies (turnkey apartment furnishing)

2. IF I WERE YOUR MANAGER: OPERATING PRINCIPLE

I am a rapid deployment manager. From day one, I build the sales system from scratch. Don't wait for the dealer to reach out — find them, qualify them, propose terms and launch the first shipment. I usually contact 50–100 new potential partners per month. In furniture B2B, the key is speed of reaching the DM and quality of the offer. There are many competitors — whoever first offers the right terms to the right person wins.

Ready to discuss your challenge. Reach out and I will respond personally.

Vladislavs Mamonovs

Commercial Analyst & Sales Manager

northth@profesionals.lv | +371 26050644 | https://profesionals.lv

3. PRELIMINARY STAGE: PRODUCT DEEP DIVE & MARKET ANALYSIS

First thing I do — fully immerse in the product. Study the assortment: collections, materials, hardware, price segments (economy/mid/premium). Analyze market: who are the main manufacturers, which niches are occupied, which are free. Special attention to positioning: what your product is objectively better at for each type of client. Study logistics: production lead times, stock, delivery terms.

WHAT I DID: Full decomposition of assortment by collections, price segments and target audiences. Competitive map: 15 manufacturers, their prices, USPs, weak points. Logistics and lead time analysis.

WHAT IT GAVE: In negotiations with dealers, spoke their language: knew the margin on each item, compared with competitors on specific parameters, could justify the markup. This turned a call into a partner dialogue.

WHY IT WAS NEEDED: A dealer works with 5–10 suppliers and receives 20 proposals per week. Without deep product and market knowledge — you're just "another one with a price list."

4. POSITIONING & CLIENT PROFILE

Furniture B2B is six different businesses at once. For each segment — a separate ICP, a separate DM, a separate argument:

Segment	ICP and DM
Furniture dealers	Showrooms 100+ sq m, DM: owner/buyer. Tickets 300K–2M/month. Key: margin, exclusivity, display samples
Wholesalers/distributors	Turnover 5M+/month, DM: commercial director. Tickets 1–3M. Key: price, stock availability, payment terms
HoReCa	Restaurants/hotels 50+ seats, DM: owner/designer. Tickets 500K–8M. Key: custom design, timelines, quality
Corporate	Offices 500+ sq m, DM: admin director, HR. Tickets 300K–5M. Key: comprehensive furnishing, warranty, service
Design studios	Portfolio 10+ projects/year, DM: lead designer. Partner %. Key: customization options, texture catalog
Developers	Projects 50+ apartments, DM: procurement dept. Tickets 2–8M. Key: scale, standardization, timelines

WHAT I DID: 6 segments with detailed ICPs, DM profiles and key arguments. Prioritization: dealers and HoReCa — fast cycle, developers and corporates — large tickets.

WHAT IT GAVE: For dealer — "45% margin + district exclusivity," HoReCa — "furniture for your design project in 21 days," wholesaler — "2000 SKU in stock + 30-day payment deferral."

WHY IT WAS NEEDED: A dealer and a restaurateur are two different worlds. One counts margin, the other — atmosphere. One offer for all — zero result.

5. OSINT MARKET ANALYSIS: INTELLIGENCE ON CLIENTS AND COMPETITORS

OSINT Business Radar for the furniture market — three intelligence directions:

- Dealer and showroom monitoring: which brands are represented, which niches are uncovered, customer reviews, social media activity
- HoReCa monitoring: new restaurants and hotels (openings, renovations, concept changes), furnishing tenders, design projects
- Competitive analysis: prices, dealer terms, assortment, weak points (delays, quality, service)
- Developer monitoring: new projects with turnkey furnishing, finishing programs
- LinkedIn and professional communities: designers, architects, restaurateurs — potential partners

WHAT I DID: OSINT Business Radar: monitoring of 200+ dealer showrooms, 150+ HoReCa facilities, 30+ developers. Competitive matrix for 15 manufacturers.

WHAT IT GAVE: Found 45 dealers working with competitors who had supply problems. Approached with offer to "fill the assortment gap" — conversion of such contacts was 22%.

WHY IT WAS NEEDED: Market knowledge is knowledge of others' problems. When a dealer is unhappy with their supplier and you arrive with a solution — it's not a cold sale, it's a rescue.

6. BUILDING DATABASE & CREATING AUDIENCES

Collected database of 920 contacts across all six segments. For each — direct DM, not "reception." Sources: OSINT, exhibition catalogs, LinkedIn, tender platforms, legal entity registries.

Level	Description
Hot (A)	Dealer seeking new supplier (current one failed), restaurant under renovation, developer with open tender. Contact confirmed
Warm (B)	Showroom working with competitors but open to new proposals. HoReCa planning update. Interest shown
Cold (C)	Matches ICP, trigger not confirmed. Working on warming up: catalogs, samples, cases

WHAT I DID: Database of 920 valid contacts, segmented by 6 directions and 3 readiness levels. Direct DM contacts.

WHAT IT GAVE: Conversion from first contact to dialogue — 16%. For hot (A) — 34%. Targeted approach instead of mass mailings.

WHY IT WAS NEEDED: 920 quality contacts > 5000 blind ones. I knew who I was calling, why and with what offer before I dialed the number.

7. PREPARING SALES MATERIALS

Six segments — six material packages. Each speaks the language of the specific DM:

Material	Content
USP for dealers	"Margin 40–55%, district exclusivity, free display samples, return of unsold items"
USP for HoReCa	"Furniture for your design project in 21 days. Free 3D visualization. 5-year commercial use warranty"
USP for wholesalers	"2000+ SKU in stock, shipping in 48 hours, 30-day deferral, personal manager"
Catalogs and presentations	Visual collection catalogs, lookbooks for HoReCa, technical specs for corporates
Scripts and email sequences	Cold calls for dealers, personalized emails for HoReCa, handling: "too expensive," "already have a supplier," "send catalog"
Dealer package	Partnership terms, price lists with dealer pricing, loyalty program, marketing support

WHAT I DID: 6 selling material packages: USP, CPs, catalogs, lookbooks, dealer packages, scripts — per segment.
 WHAT IT GAVE: CP to negotiations conversion — 38%. Dealer package with margin calculation closed 80% of price objections.
 WHY IT WAS NEEDED: In furniture B2B, competition for a dealer is competition of terms. If your dealer package is better thought out — the dealer will choose you.

8. DIGITAL INFRASTRUCTURE: LANDING PAGES & ADVERTISING

Landing	Focus
For dealers	"Become a dealer — 40–55% margin, free display samples." Terms, margin calculator, application form
For HoReCa	"Restaurant and hotel furniture for your project." Portfolio of completed facilities, 3D visualization, cases
For corporate	"Comprehensive office furnishing: from desk to conference room." Catalog, calculator, cases
For wholesalers	"2000+ positions from stock, shipping in 48 hours." Price list, terms, order form

Contextual advertising: "wholesale furniture from manufacturer," "furniture dealership," "restaurant furniture." Targeting designers and restaurateurs. Lead magnets — "New Collection Catalog" and "Dealer Margin Calculator."

WHAT I DID: 4 landings + contextual + targeting + email-remarketing. Lead magnets for each segment.
 WHAT IT GAVE: Dealer landing conversion — 9.5%. HoReCa — 7.8%. Inbound flow — 25–35 applications per month.
 WHY IT WAS NEEDED: Omnichannel: dealer sees ad, receives catalog, visits landing — and when I call, they're already in context and ready for dialogue.

Ready to discuss your challenge. Reach out and I will respond personally.

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9. CREATIVE OUTREACH — REACHING DECISION-MAKERS

Standard "Hello, we're a furniture manufacturer" doesn't work — a dealer receives such proposals every day. My hooks:

- For dealers: "Analyzed your showroom — I see a gap in mid-segment upholstered furniture, you only carry premium. There's a collection with 50% margin — want to see it?"
- For HoReCa: "Saw the design project of your new restaurant in [area]. Prepared a 3D visualization of furniture for your concept — free of charge"
- For wholesalers: "Your current supplier [brand] has 3–4 week delays. We have 48-hour shipping from stock for the same items. Send a comparison?"
- For developers: "Prepared a turnkey furnishing calculation for your residential complex: 120 apartments × standard kit = 18% savings vs retail purchase"

Social Selling, ABM, Video prospecting: short collection video reviews, virtual showroom tours, 3D visualizations for the client's specific facility.

WHAT I DID: Multi-channel outreach with value-first: 3D visualizations, showroom assortment analysis, margin calculation, video reviews. LinkedIn, email, calls, messengers.

WHAT IT GAVE: Response to personalized messages — 29%. 3D furniture visualization "for the facility" increased conversion by 45%.

WHY IT WAS NEEDED: A dealer receives price lists every day. My approach is not a price list, but a ready solution to their assortment problem. A restaurateur gets not a catalog, but a visualization of their space.

10. NEGOTIATIONS & NEEDS DISCOVERY

Market Mixology: different approach for each segment. SPIN for dealers (identify dissatisfaction with current suppliers), Challenger Sale for HoReCa (show solutions they hadn't thought of):

- To dealer: "What share of assortment does upholstered furniture take? What's the turnover? Our dealers' upholstered furniture generates 35% of revenue — want to see which models lead?"
- To restaurateur: "Have you considered furniture with anti-vandal coating? In food service, upholstery lasts 2–3 years, with our coating — 5+. Savings on reupholstering — X over 5 years"
- To corporate client: "How many workstations do you furnish per year? With volume from 50 — price is 20% lower, plus free delivery and assembly"
- OSINT Business Radar: "Saw that your showroom expanded by 40 sq m — what category are you planning to add? I have a product line that covers that niche"

WHAT I DID: SPIN + Challenger Sale + OSINT Business Radar + Market Mixology. Different techniques for different segments. Creating need through insights.

WHAT IT GAVE: Price stopped being the main factor in 60% of negotiations. Dealers chose by terms, HoReCa — by customization, corporates — by comprehensiveness.

WHY IT WAS NEEDED: When you come with an insight about the client's business — you're not a salesperson, but a consultant. And consultants get paid more.

11. MANAGING THE DEAL TO CLOSE

In furniture B2B, each segment has its own path to a deal:

Stage	My Actions
Qualification	Volume, purchase frequency, creditworthiness, current suppliers. A/B/C ranking
Presentation	Virtual showroom tour, 3D visualization for HoReCa, margin calculation for dealer
Test batch	First order for minimum batch — quality, logistics, documentation check
Terms agreement	Dealer contract, deferral, volume discounts, marketing support, return terms
Handover	If needed, transfer client to your team for detailed processing of project orders

WHAT I DID: Full cycle: qualification → presentation → test → agreement → contract. Managed all decision points.
 WHAT IT GAVE: Share of closed deals from final proposals — 42%. Conversion from test batch to regular purchases — 68%.
 WHY IT WAS NEEDED: 80% of managers lose clients between "catalog sent" and "contract signed." I guide every dealer through all stages to first shipment and beyond.

12. BIG TICKETS & STABLE FLOW

Focus — on clients with long-term potential: chain dealers with 3+ showrooms, restaurant holdings, corporations with constant updates, developers with project portfolios.

- Dealer loyalty program: growing discounts with volume, free displays, joint marketing
- Up-sell: expanding assortment with existing dealers (upholstered → cabinet → office)
- Cross-sell: additional services (delivery, assembly, design project)
- Proactive work: monitoring client's new facilities, proposing before they ask
- Seasonal forecast: preparing stock offers before demand peaks

WHAT I DID: Focus on chain dealers and restaurant holdings. Loyalty program, up-sell, cross-sell, seasonal forecast.
 WHAT IT GAVE: Repeat sales — 58% of turnover. Average dealer LTV — 18 months of regular purchases. Average HoReCa client LTV — 2–3 projects.
 WHY IT WAS NEEDED: One chain dealer with 5 showrooms = 30 one-time clients. Stable partnerships — the foundation of scaling.

13. CRM & AI AUTOMATION

CRM funnel: contact → qualification → presentation → test → agreement → contract → regular purchases. AI bots for:

- Follow-up after sending catalog: "Which models interested you? I can prepare a margin calculation for selected items"
- Reminding dealers about new collections and promotions
- Purchase activity monitoring: if dealer hasn't ordered in 3 weeks — automatic trigger
- Predictive analytics: deal forecasting, seasonal trends, up-sell recommendations
- Automatic mailings for HoReCa: new projects, 3D visualizations, cases of completed facilities

WHAT I DID: CRM funnel with 7 stages. AI for follow-ups, dealer activity monitoring, seasonal analytics and automatic mailings.

WHAT IT GAVE: Reduced manual tasks by 45%. No dealer "fell asleep" without contact. Seasonal peak forecast accuracy — 85%.

WHY IT WAS NEEDED: When you have 50+ active dealers and 30+ HoReCa projects — without automation you lose every third client.

14. COMPANY INTEGRATION

I work in parallel with your team: production, logistics, design department. All communications transparent, reporting — in CRM dashboards.

Traffic Type	Description
Cold outbound	OSINT intelligence, outreach to dealers, HoReCa, wholesalers, developers
Hot outbound	Developing current dealers, up-sell, cross-sell, new collections to existing clients
Cold inbound	Applications from landings, contextual advertising, lead magnets, exhibitions
Hot inbound	Referrals from dealers, repeat HoReCa projects, word of mouth

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15. QUARTERLY PLAN

Month	Contacts	Dialogues	Presentations	Test/CP	Clients
Month 1	90	22	10	6	3
Month 2	110	32	16	11	6
Month 3	130	45	22	16	10

Scenarios:

Scenario	New Clients/Quarter
Pessimistic	12-14 (dealers + HoReCa + wholesale)
Realistic	19-22
Optimistic	28+

Monthly logic:

- Month 1 — assortment deep dive, OSINT dealer map intelligence, database building, first contacts. Landing launch
- Month 2 — active negotiations, test batches, 3D visualizations for HoReCa. Funnel building
- Month 3 — deal closing, first regular dealer shipments, HoReCa project launches. Up-sell to current clients

16. RESULTS

In three months, I built not just sales, but a dealer and partner network development system: from OSINT intelligence to CRM management and AI automation.

- ✓ Database of 920 valid contacts across 6 segments developed
- ✓ First contact conversion — 16%, test batch to regular purchases conversion — 68%
- ✓ 4 landings created and advertising campaigns launched for each segment
- ✓ OSINT monitoring system for dealers, HoReCa and developers established
- ✓ Follow-up, dealer activity monitoring and seasonal analytics automated
- ✓ Scalable dealer and partner network development model formed

This case was designed as real — for an active client in the "furniture manufacturing and B2B sales" segment. For commercial security and confidentiality reasons, some data has been slightly changed: certain figures, company names and geography have been adjusted. The work structure, methodology, tools used and sequence of stages reflect real experience and approach to building active B2B sales systems.

Want to build a system of active B2B sales?

Bring me in — I'll launch sales in 4–6 weeks.

Working in parallel with your team, recording everything in CRM.

Don't need me — disconnect without risk.

Ready to discuss your challenge. Reach out and I will respond personally.

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